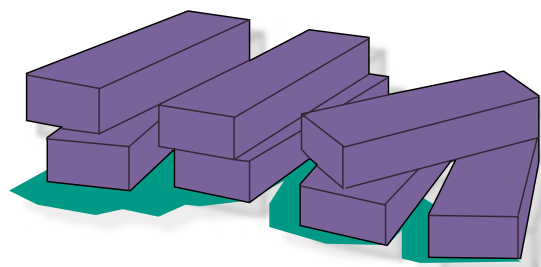


# Rebuild America **Business Partner Action Plan**

*Submitted by Johnson Controls, Inc.*

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JOHNSON  
CONTROLS





# Action Plan Overview

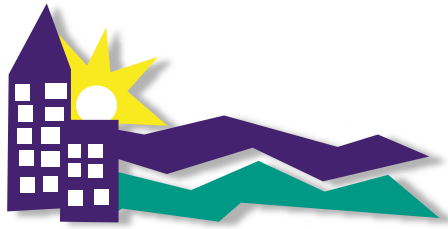
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Johnson Controls, Inc., is a leader in helping commercial, institutional and government building owners and managers around the world improve the quality of their buildings' indoor environments by maximizing comfort, productivity, safety and energy efficiency. As a long-time participant and promoter of state and federal government programs such as the ENERGY STAR Buildings Program and Green Lights, Johnson Controls looks forward to teaming with the Rebuild America program and its participants.

This Action Plan provides

- An overview of the company
- A description of its relevant products and services
- Details of how Johnson Controls will support and promote Rebuild America.
- Points of contact





# Company Overview

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Johnson Controls is a Fortune 200 firm established in 1884 with \$16 billion in sales and 95,000 employees worldwide (1999 figures).

The company strives to provide every customer with a Quality Building Environment (QBE) — one that is comfortable, safe, efficient and productive. As many forward-thinking government agencies, educational and healthcare organizations and companies have discovered, properly designed and operated facilities can be a major contributor to their mission and bottom-line goals by reducing operating costs and improving productivity.

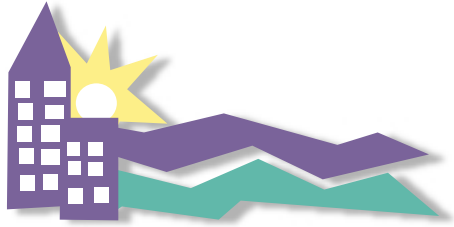
To help Rebuild America Partners reap the benefit of QBE, Johnson Controls can integrate a comprehensive bundle of products and services to develop truly customized solutions to their individual facility needs. Johnson Controls has the products, services and knowledge to create building solutions that will help customers achieve Rebuild America goals.

Johnson Controls is dedicated to buildings and the people who work inside them. The company designs, manufactures, installs, services, operates and maintains mechanical and electrical systems that control energy use, heating, ventilating, air conditioning, lighting, security and fire management for non-residential buildings. It also provides complete on-site management and technical services for customers in a wide range of facilities, which include multi-purpose local, state and federal government buildings; manufacturing facilities, commercial complexes and healthcare and education campuses; and private/public libraries, museums, sports complexes and more.

Through its...

- National reputation
- Local experience
- Financial strength
- Professional associations
- Environmental record
- Other professional achievements

...Johnson Controls is poised to serve the needs of Rebuild America Partners across the country.



# Company Overview

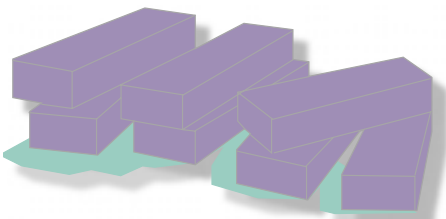
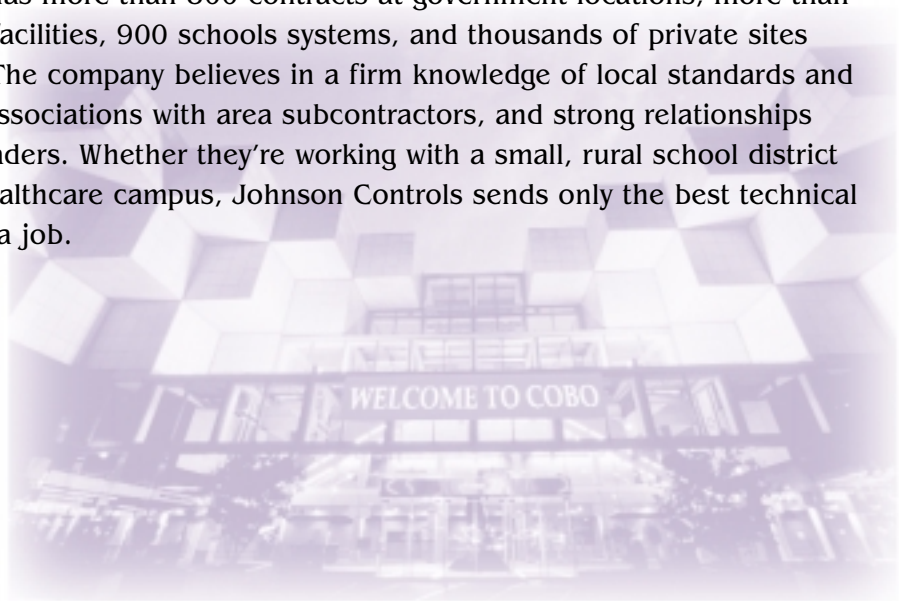
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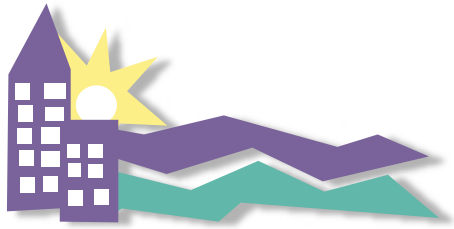
## National Reputation

Since 1884, when Warren S. Johnson invented a simple thermostat, Johnson Controls has helped customers make their facilities work better. Johnson Controls' national standing in the construction, retrofit, service and performance contracting business enables us to finance, deliver and maintain projects of the broadest scope and of virtually any size. The company, which has been honored for four years as the **"Best Managed Company"** by *Industry Week* magazine, can bring together the resources to make projects happen and produce the intended results.

## Local Experience

Certainly Johnson Controls has a powerful worldwide reputation, but it has earned it through outstanding performance at the local level. With more than 120 offices nationwide, Johnson Controls is experienced in keeping government and private facilities safe and operating efficiently while saving energy and money. Johnson Controls has more than 800 contracts at government locations, more than 3,000 health care facilities, 900 schools systems, and thousands of private sites around the world. The company believes in a firm knowledge of local standards and regulations, solid associations with area subcontractors, and strong relationships with community leaders. Whether they're working with a small, rural school district or a large urban healthcare campus, Johnson Controls sends only the best technical people to work on a job.





# Company Overview

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Some of our customers include:

## ***State/Local***

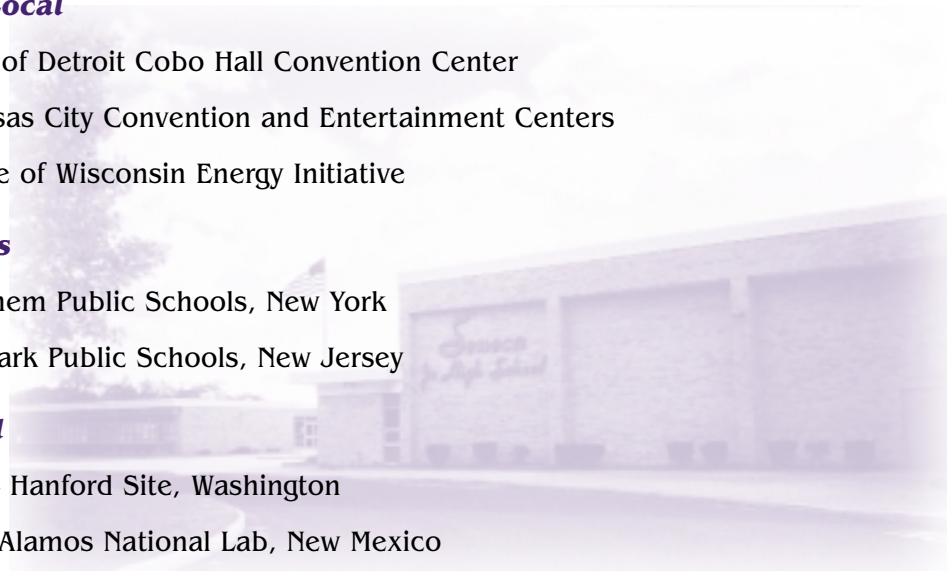
- City of Detroit Cobo Hall Convention Center
- Kansas City Convention and Entertainment Centers
- State of Wisconsin Energy Initiative

## ***Schools***

- Sachem Public Schools, New York
- Newark Public Schools, New Jersey

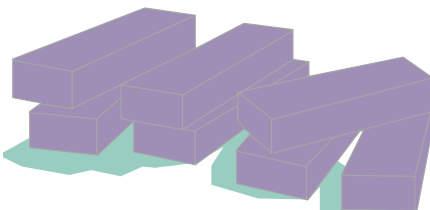
## ***Federal***

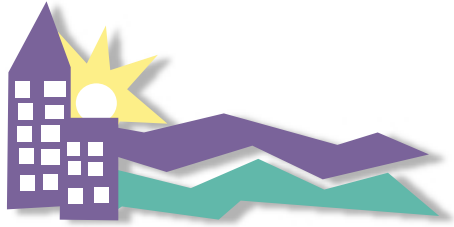
- DOE Hanford Site, Washington
- Los Alamos National Lab, New Mexico
- VA Salt Lake City, Utah
- National Animal Disease Center, Iowa



## **Financial Strength**

When entering into a contract that potentially will link an organization into a partnership for many years, it is important to team with a company that has the financial strength to deliver on its commitments and satisfy your needs for the length of the contract. With 1999 annual sales in excess of \$16 billion, Johnson Controls has achieved 50 consecutive years of annual sales growth and 21 successive years of quarterly dividend increases. Beyond the figures reflecting size and growth is the assurance that comes with a well-established company that will continue to be active in the business for many generations.





# Company Overview

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## Professional Achievements

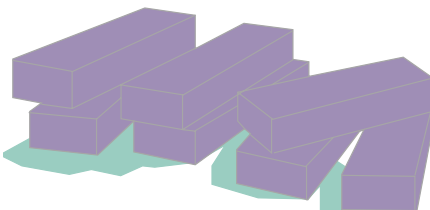
Johnson Controls has a long history of promoting energy efficiency. The Johnson Controls Energy Efficiency Initiative is a public information campaign designed to improve energy awareness and education to a variety of audiences. Its objective is to demonstrate the need for energy efficiency in public and private facilities and the impact these efforts can have on the environment, budget deficit, global competitiveness, job creation, and national security.

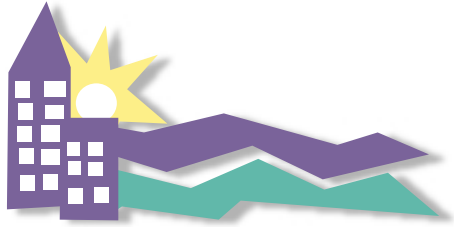
Johnson Controls can include Rebuild America in its national events such as:

- **ENERGY EFFICIENCY FORUM** — Initiated in 1990, the Energy Efficiency Forum is co-sponsored by Johnson Controls and the United States Energy Association. The Forum brings together more than 300 top energy policymakers and business leaders from industry and government to discuss energy concerns including climate change, utility deregulation, federal funding for energy programs, and the impact of energy efficiency in developing nations. Its mission: To be the premier event that promotes an energy efficiency ethic through the presentation of diverse national and worldwide views on energy efficiency, environmental impacts and economic growth.



- **NATIONAL SUMMIT ON BUILDING PERFORMANCE** — This symposium strives to improve understanding of the impact of building performance on employee productivity and return on investment. Speakers such as General Colin Powell, Tom Peters, and Lee Iococca have drawn attention to the topics and inspired business leaders to reexamine their facility management philosophies.





# Company Overview

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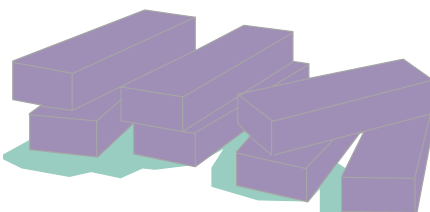
Through these and many other events, Johnson Controls strives to weave energy efficiency messages into the fabric of our nation's business and government. Additionally, with news releases and frequent mention of the program in discussions with reporters on industry issues, the company will make a continuous effort to advance energy issues, which will benefit the entire Rebuild America program.

## Environmental Record

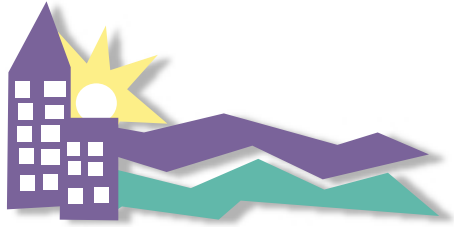
The company is well-versed in the workings and benefits of voluntary energy efficiency programs. Johnson Controls has been recognized as the first EPA Green Lights Ally of the Year, as well as the 1999 EPA ENERGY STAR Buildings Ally of the Year. It also is very much involved in the U.S. Green Buildings Council. But Johnson Controls most important environmental claim is its belief that energy efficiency begins at home.

The Leonardo Academy, an independent nonprofit organization, has recognized Johnson Controls, together with their customers, as the largest deliverer of energy efficiency in the United States. It's estimated that Johnson Controls customers will save \$18 billion in energy costs through 2010 and reduce air pollution by 352 million tons.

Johnson Controls involvement in the ENERGY STAR Buildings program began with its own facilities. After being named a Charter Energy Star Showcase Facility in 1995, the firm stepped up its efforts to ensure energy efficiency at its three Milwaukee sites, resulting in savings of \$150,000 per year. While the company is proud of its energy efficiency accomplishments in its existing facilities, Johnson Controls is moving into the future with vigor. The \$15 million Brengel Technology Center, which opened in March 2000, showcases new technology in energy efficiency and high-performing buildings. It was one of the first 12 buildings in the country to earn the LEED certification from the U.S. Green Buildings Council.







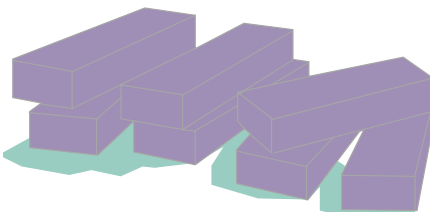
# Company Overview

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## Professional Associations

In addition to those previously mentioned, Johnson Controls is active in many national and international organizations, including:

- Alliance To Save Energy
- Association of Energy Engineers
- Battery Council International
- Business Council for Sustainable Development
- Contract Services Association
- Coalition for Government Procurement
- Council of State Governments
- Democratic Governors Association
- Integrated Facilities Management
- International Association of Corporate Real Estate Executives
- Lead Industries Association
- National Association of Energy Service Companies
- National Association of Manufacturers
- National Association of Professional Engineers
- National Association of State Energy Offices
- National Association of State Facility Administrators
- Republican Governor's Association
- Republican Mayors and Local Officials
- Society of American Military Engineers
- United States Energy Association
- United States Green Building Council
- Wisconsin Procurement Institute
- World Energy Council







# Products and Services

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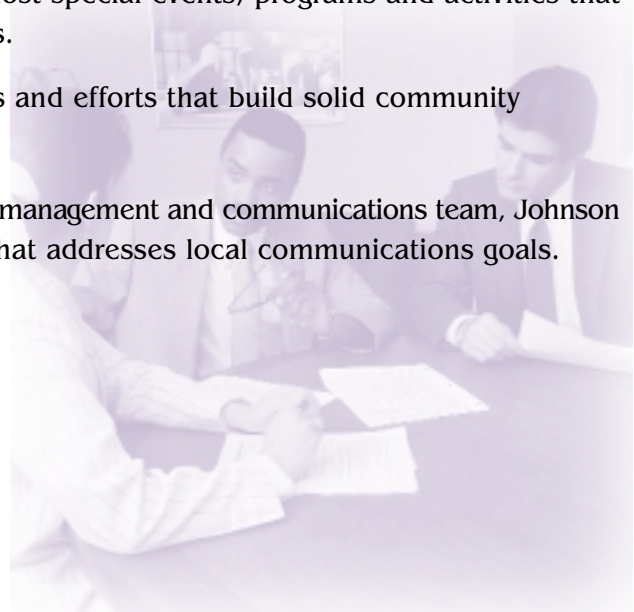
## Free Services

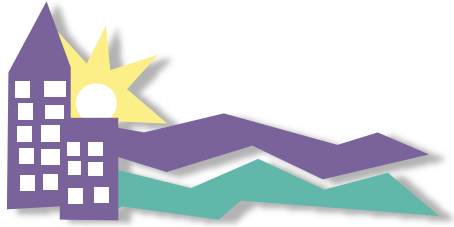
Johnson Controls offers a free initial consultation to any qualifying company or organization. In addition, the company provides product samples, educational tools and informative speakers at no charge.

But perhaps Johnson Controls' most distinctive free offering is expertise in communications. Working with customers in its *Partner in Communications* program, Johnson Controls helps tell the good news about energy savings and resource efficiency efforts. The program involves:

- Positioning an organization as a responsible, active leader in the community with a positive impact on the economy and environment.
- Fostering or enhancing good media relations for positive local news stories.
- Developing communication strategies that assist an organization in dealing with sensitive issues or in facing crisis communication situations.
- Working with customers to host special events, programs and activities that educate and raise awareness.
- Sponsoring special programs and efforts that build solid community relationships.

By working with an organization's management and communications team, Johnson Controls can develop a plan of action that addresses local communications goals.





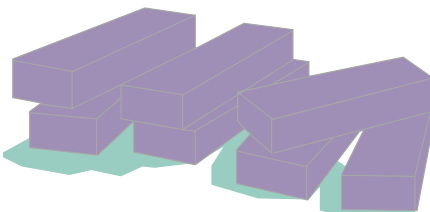
# Products and Services

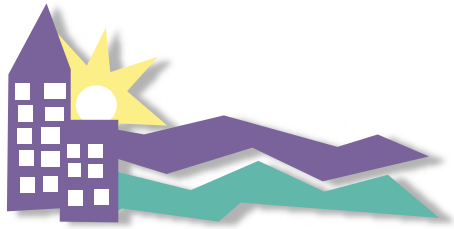
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## For Fee Services

Keeping up-to-date with innovative approaches and technologies can mean extra savings for customers. Johnson Controls accomplishes this using its own resources, sometimes augmented by those of subcontractors. The company has experience in and can provide the following fee-based products and services:

- Auditing, designing, engineering, implementing and managing projects
- Installing, maintaining, controlling and servicing the following:
  - ▲ Heating, ventilating, and air conditioning systems
  - ▲ Boiler improvements
  - ▲ Chiller improvements
  - ▲ Lighting improvements
  - ▲ Life-Safety systems
  - ▲ Fire alarm systems
  - ▲ Building Automation System (BAS)/Energy Management Control System (EMCS)
- Building envelope modifications
- Chilled water and chilled water piping systems
- Hot water and steam distribution
- Electric motors and drives
- Refrigeration
- Electrical or cogeneration systems
- Renewable energy systems
- Electrical distribution systems





# Products and Services

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- Water and sewer conservation systems
- Commissioning
- Utility rate reduction and auditing services
- Integrated facility management services

In addition, Johnson Controls has expertise managing projects and reporting customer involvement in voluntary programs such as

## ***ENERGY STAR Buildings***

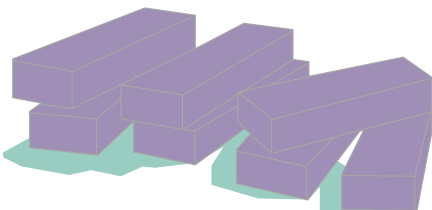
Johnson Controls will

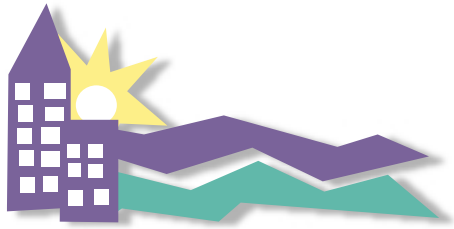
- Facilitate the partnership in this vital program that advocates efficient buildings and lowered greenhouse-gas emissions.
- Coordinate ENERGY STAR recognition from EPA officials who may travel to their site to confer recognition.
- Use its exclusive ReportStar programming to provide essential information to the EPA.

## ***LEED from the US Green Building Council***

The USGBC has developed the most comprehensive system for designing and constructing green buildings called Leadership in Energy and Environmental Design, or LEED™. This rating system provides the guidelines and standards for building highly resource- and energy-efficient buildings, and confers well-respected certification on those buildings that make the grade.

Johnson Controls serves on the USGBC board of directors, and is the first energy service company member of this broad-based coalition of building industry leaders and environmentalists. The firm provides a wide range of technical expertise throughout the building program to help customers meet LEED™ standards.





# Products and Services

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## Cutting-Edge Technology

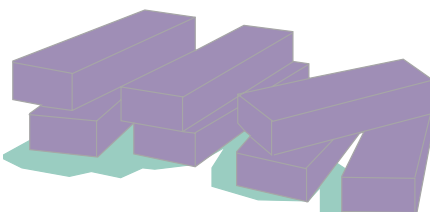
In addition to its facility consulting and service components, Johnson Controls engineers, manufactures and installs control systems that automate a building's heating, ventilating and air conditioning, as well as its lighting, fire and life-safety equipment. Its Metasys® building management system seamlessly integrates and automates a building's mechanical systems for optimal comfort levels while using the least amount of energy. It also monitors fire sensors and building access, controls the lights, tracks equipment maintenance and helps building managers make better decisions. All the data is available in one place for consistent operations, and remote monitoring provides instant alerts and reconciliation of problems. The Metasys system also measures, monitors and manages utility services — a must for organizations during utility deregulation, or for those looking to use energy more efficiently.

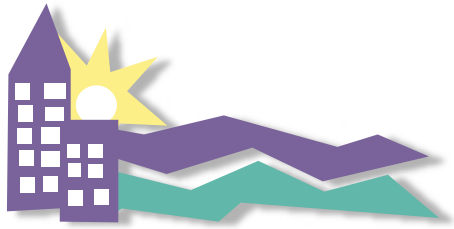
In addition, Johnson Controls uses the most efficient information technology networks. With its open system architecture, the company can upgrade and integrate numerous control and data network systems.

## Results Oriented Service

The breadth of its service capabilities enables Johnson Controls to offer the right service strategies to help meet organizational goals and maximize limited resources. Johnson Controls analyzes the criticality of each piece of equipment as it relates back to achieving the goal and mission of organizations or businesses. The analysis can result in these kinds of service strategies:

- Preventive — Performing scheduled maintenance such as inspections, lubrication and cleaning
- Predictive — Detecting existing and emerging conditions before they cause equipment failure
- Proactive — Using specialized techniques, such as vibration analysis, to identify and solve the root cause of equipment problems. This maintenance is designed for a facility's most critical equipment and areas.
- Reactive — Fixing equipment when it breaks, including 24-hour, on-call service





# Products and Services

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Through these strategies, longer life for building systems and equipment can result in:

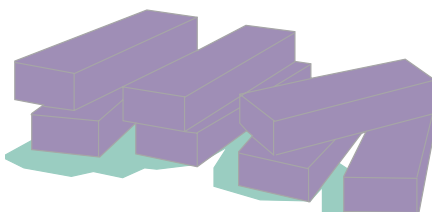
- Reduced downtime
- Fewer comfort complaints
- More working capital
- A smoother running building
- Improved productivity

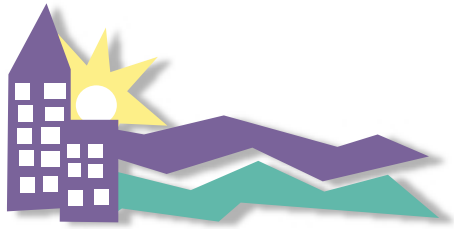
## Alternative Financing

With performance contracting from Johnson Controls, it's easy for Rebuild America Partners to make much-needed building improvements and make the most of their operating and capital budgets. Performance contracting is a comprehensive package of services that helps buildings work even harder and with fewer problems. There's no money upfront: costs are repaid through savings on the Partner's energy bill. And the savings are guaranteed — sometimes up to a 40% reduction in energy bills. Johnson Controls currently has a portfolio of almost 2,000 performance contracts worth in excess of \$1 billion. The company has completed more than 15,000 audits; calculated more than 13,000 baselines; and designed, installed, operated and maintained almost 15,000 mechanical, electrical and natural gas heating and cooling systems.

Utilizing performance contracting with Johnson Controls is an innovative, economic way to:

- **Renew** your facility and extend its life
- **Reduce** utility consumption and energy costs without sacrificing mission
- **Benefit** from utility deregulation
- **Decrease** ongoing maintenance costs
- **Improve** a building's indoor air quality and working environment
- **Meet** deferred maintenance needs when other funding sources are declining
- **Achieve** environmental benefits and Executive Order mandates
- **Attract** positive attention to your facility and agency





# Products and Services

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## Flexible Plans

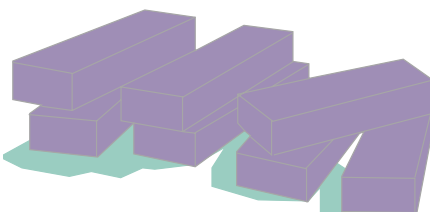
Whether a Partner needs a complete facility overhaul or segment upgrade, whether it has one building or a major installation, Johnson Controls will work with them to design a solution that fits its needs. The firm will work through the Rebuild America activities to design programs, form teams, identify and leverage resources, implement retrofits, promote the program, and verify/report energy savings.

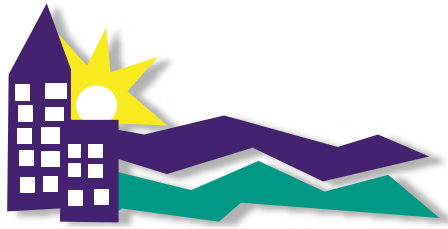
## Reliable Process

Johnson Controls has developed an effective approach to project management based on its broad experience. The company's energy and accounting auditors develop a baseline facilities and provide timely reports outlining a projects' results including cost savings and energy use. The firm documents its business and technical processes using recognized software tools to improve scheduling, estimating, savings calculations, building profiling, tracking and monitoring.

## Training

Recently cited with the "Excellence in Practice Award" from the American Society for Training and Development, the Johnson Controls Institute is widely regarded as one of the best education learning sources in the building environments industry. For more than 50 years, it has been helping companies protect their investment in their facilities by providing learning and skill development in facility management systems, energy management, HVAC services, preventive maintenance and automated building controls. Rebuild America Partners would leave the courses with the confidence and ability to effectively operate, maintain, and troubleshoot their systems. The Institute operates eight conveniently located (Baltimore, Denver, Houston, Los Angeles, Milwaukee, Orlando, Phoenix and Montreal), certified learning centers that utilize modern classroom and unique hands-on laboratory facilities.





# Support and Promotion

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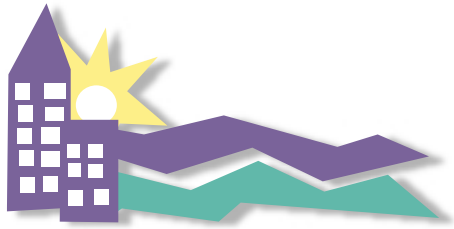
Johnson Controls is active in many school districts and state/local government projects, and the company plans to encourage their participation in the program. The company develops hundreds of pieces of promotional materials (brochures, videos, CD-ROMs, advertising, Internet sites) each year. Through the use of the Rebuild America logo, the company would help make the program known throughout the nation.

In addition, with its nationwide presence, Johnson Controls is prepared to provide, when available and practical, company experts who can speak at training sessions, policy conferences, technical issues and other special projects in local, regional and national Rebuild America activities.

Johnson Controls can communicate Rebuild America messages in the many trade shows and conferences it participates in, such as those sponsored by:

- American Association of School Administrators
- American Physical Plant Association
- American Society for Healthcare Engineering
- Association for Health Care Resource & Materials Management
- Association of Higher Educational Facilities Officers
- Association of School Business Officials International
- Council of Educational Facility Planners
- Council of Great City Schools
- DOE Energy Expo
- Food Marketing Institute
- International Society for College & University Planning
- National Association of College & University Business Officers
- National Fire Protection Association
- National School Boards Association
- World Energy Engineering Congress





# Support and Promotion

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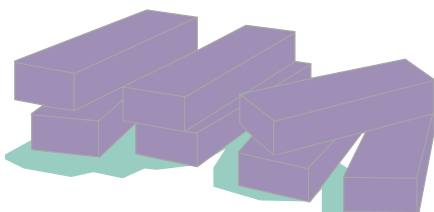
## ***Identifying and recommending potential energy champions for Rebuild America.***

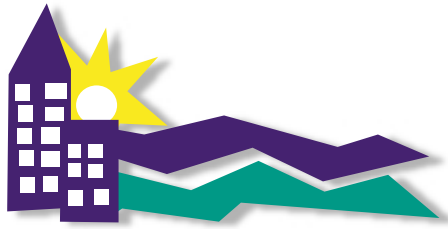
As evidenced through its involvement in ENERGY STAR Buildings, Green Lights, and many awards competitions around the country, Johnson Controls puts its customers first when it comes to honoring a job well done. The company would welcome the chance to identify and recommend potential energy champions for recognition.

## ***Providing technical expertise and assistance to Rebuild America Partnerships***

Johnson Controls is prepared to provide technical expertise and assistance to Rebuild America Partners in areas such as:

- How to develop a performance contract
- How to choose the best project financing option
- Which energy efficiency measures provide the most effective results
- Which project management considerations factor into choice of a contractor
- How to best work with the electric utility industry in a deregulated marketplace
- How to develop an internal and external communications plan to promote the partnership and its results.
- How to develop and implement multi-phase energy and operational efficiency and improvement plan for your facility.





## Summary

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**T**hrough its long-term, nationwide experience as both a vigorous promoter and successful implementer of energy efficiency, Johnson Controls stands ready to serve as an active Business Partner in the Rebuild America program.

### Point of Contact

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